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JOB SATISFACTION AND REHABILITATION COUNSELOR PERFORMANCE.

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THIS STUDY EXAMINED THE JOB SATISFACTIONS OF REHABILITATION COUNSELORS USING A SAMPLE OF 143 COUNSELORS FROM SIX "DVR" (STATE-FEDERAL GENERAL VOCATIONAL REHABILITATION PROGRAM) AGENCIES. A REVISED FORM OF THE JOB SATISFACTION INVENTORY, ORIGINALLY DEVELOPED BY JOHNSON (1955), ASSESSING SATISFACTIONS WITH EIGHT DIMENSIONS OF THE JOB (RELATIONS WITH ASSOCIATES, RELATIONS WITH EMPLOYER, INTEREST IN JOB, JOB INFORMATION, WORK CONDITION, GOALS, PHYSICAL AND MENTAL EXERTION, AND FINANCES), WAS USED TO COLLECT INFORMATION ON THE NATURE OF COUNSELOR JOB SATISFACTION AND TO UNDERSTAND THE RELATIONSHIPS OF SUCH SATISFACTIONS WITH OTHER CRITERIA OF PERFORMANCE. A CLUSTER ANALYSIS PERFORMED ON THE CORRELATION MATRICES OF MALE AND FEMALE COUNSELORS RESPECTIVELY FOUND THE JOB SATISFACTION OF MALE AND FEMALE COUNSELORS TO BE SIMILAR. HOWEVER, THE ASSOCIATION OF SATISFACTION WITH OTHER CRITERIA OF PERFORMANCE WAS DEPENDENT TO SOME EXTENT ON THE SEX OF THE COUNSELOR. THIS DOCUMENT WAS PUBLISHED IN "THE CRITERIA PROBLEM IN REHABILITATION COUNSELING" AS CHAPTER VI (PP. 42-47), APPENDIX D (PP. 76-82), AND REFERENCES (PP. 123-129). (PS)

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THE CRITERIA PROBLEM IN REHABILITATION COUNSELING

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CHAPTER VI

JOB SATISFACTION AND REHABILITATION COUNSELOR PERFORMANCE

Although the main concern of the project was to contribute to greater understanding of the criteria problem in rehabilitation counseling, the job satisfaction of rehabilitation counselors also seemed worthy of attention. In a field which can anticipate a continued short supply of professionally qualified workers, the attractiveness and holding power of the field must be a concern to both vocational rehabilitation administrators and educators. More directly, such a study was considered of interest for two reasons: (1) it would determine the interrelationships between various aspects of job satisfaction and the relationship of these to various job performance measures for rehabilitation counselors; and (2) it would contribute to our understanding of job satisfaction among counselors and be of general interest in that similar studies of professional workers have not been published.

Method

A Job Satisfaction Inventory (JSI) (Appendix D), originally developed by Johnson (1955) for use with teachers, was revised and administered to the sample of DVR counselors described in Chapter IV. After testing the inventory, the number of items was reduced to 70 by eliminating those which were not discriminating among counselors, and the form of item response was changed. Johnson's inventory was selected since it appeared to cover most of the major dimensions of job satisfaction which other research had shown as important (Scott et al, 1958). In addition, his validation studies using self-estimates of satisfaction as well as satisfaction ratings by closely acquainted co-workers as criteria appeared promising. The JSI covered the following areas: (1) physical and mental exertion, (2) relations with associates, (3) relations with employer, (4) security, advancement and finances, (5) interest in, liking for and emotional involvement in the job, (6) job information, training and status, (7) physical surroundings and work conditions, and (8) future, goals and progress.

For this sample of rehabilitation counselors, criteria described in Chapter IV were also available. Briefly, the variables were: (1) co-worker ratings, (2) supervisor ratings, (3) present state ratings, (4) case velocity, (5) average caseload, (6) average 12 closures, (7) average 13 closures, and (8) average 15 closures. The definitions and procedures for collecting the above data have been described in Chapter IV.

Reliability: The reliability of the total score from the JSI, using split-half procedures and the Spearman-Brown correction, was .88. For the various sections within the inventory, corrected split-half reliability coefficients ranged from .47 to .89, with the mean, using the Fisher Z transformation, being .80. The reliability of the criteria measures is also described in Chapter IV.

Results: Job satisfaction studies in many different settings have suggested factors which appear to influence and enter into job satisfaction as a variable of work adjustment (Robinson and Conners, 1962, 1963; and Scott et al, 1960). Among others, whether or not a measure of overall job satisfaction or a measure of satisfaction with specific job-related factors is used appears to make a difference. Job satisfaction also appears to differ depending on the sex of the respondent. Information on the significance of these factors in the job satisfaction of rehabilitation counselors was our first objective.

As a first step, the eight sections or dimensions of the JSI were intercorrelated to assess what independence existed among these rather specific job-related factors. Table 17 shows these intercorrelations. Although many of the correlations were statistically significant, and there was some indication of a general satisfaction variable, as our further analysis shows, satisfactions with different dimensions of the job appear to be relatively independent of each other.

A cluster analysis (Tryon, 1939) was performed on the correlation matrices of male and female counselors respectively to seek some information on how specific dimensions might cluster together by sex. Table 18 provides the results of this procedure.

We found that satisfaction dimensions (5) (interest in, liking for and emotional involvement in the job) and (8) (future, goals and progress) formed one cluster for both men and women counselors. For both groups, the second cluster involved (2) (relations with associates) and (3) (relations with employer). However, it included (7) (physical surroundings and work conditions for men) and (6) (job information, training and status) for women. None of the clusters were pure or relatively isolated from other variables in the matrix. The within-cluster average correlations were only about one and one-half times as great as the average correlations of single cluster dimensions to all other dimensions. Again, the ill-defined clusters reflect relative independence among the eight dimensions. The clusters which did appear were, overall, quite similar for men and women.

The similarity between men and women was also checked by performing a Type I analysis of variance (Lindquist, 1953) on the profiles of mean scores of the eight dimensions. Differences in satisfactions between men and women were not statistically significant.

TABLE 17

INTERCORRELATIONS OF DIMENSIONS WITHIN THE JOB SATISFACTION INVENTORY[a]

Job Satisfaction Dimension	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
(1) Physical and mental exertion		36	38	30	39	28	41	33
(2) Relations with associates	14		66	27	60	49	58	55
(3) Relations with employer	30	77		48	53	49	64	48
(4) Security, advancement and finances	42	18	41		35	37	46	45
(5) Interest in the job	29	25	60	47		54	59	76
(6) Job information, training and status	32	73	81	49	45		49	59
(7) Physical surroundings and work conditions	47	65	66	47	40	52		50
(8) Future, goals and progress	37	46	78	59	79	62	62	

TABLE 18

CLUSTER ANALYSIS OF EIGHT DIMENSIONS IN JOB SATISFACTION INVENTORY

	N=128 Male Counselors	N=15 Female Counselors
Cluster Formed	(5), (8)[b]	(5), (8)
Average correlation within clusters	76	79
Average correlation between clusters and others	48	49
B-weight	1.58	1.61
Cluster Formed	(2), (3), (7)	(2), (3), (6)
Average correlation within clusters	63	77
Average correlation between clusters and others	43	45
B-weight	1.46	1.71

The relationships of job satisfaction dimension scores for male and female counselors with eight immediate and intermediate criteria of performance are presented in Tables 19 and 20.

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[a]Correlations for men (N=128) are above the diagonal; they are significant at the .05 level at .18 and at the .01 level at .23. Correlations for women (N=15) are below the diagonal; they are significant at the .05 level at .50 and at the .01 level at .62. Decimals have been omitted from correlations.

[b]Refers to dimension number and label used in Table 17. Decimals have been omitted from correlations.

TABLE 19

CORRELATIONS OF JOB SATISFACTION DIMENSIONS WITH EIGHT PERFORMANCE CRITERIA (Males, N=128)*

Satisfaction With	Co-Worker	Case Velocity	Present Rating	Case-load	Super-visor Rating	Number of 12 Closures	Number of 13 Closures	Number of 15 Closures
(1) Physical and mental exertion	11	-24[a]	17[a]	-15	13	-04	-11	25[a]
(2) Relations with associates	-12	03	-03	02	-06	-11	-03	-09
(3) Relations with employer	-01	06	-02	03	01	-07	01	-06
(4) Security, advancement and finances	-05	06	-08	-05	04	02	05	-13
(5) Interest in the job	-04	05	00	05	06	-06	-05	-03
(6) Job information, training and status	-04	02	-06	01	04	-03	-04	08
(7) Physical surroundings and work conditions	-09	15	14	08	04	-01	05	-04
(8) Future, goals and progress	-07	-02	03	06	-08	-01	-34[a]	-03
TOTAL job satisfaction	06	04	07	07	03	00	05	05

*Decimals have been omitted from correlations.

[a]Significant at .05 level..

TABLE 20

CORRELATIONS OF JOB SATISFACTION DIMENSIONS WITH EIGHT PERFORMANCE CRITERIA (Women, N=15)*

Satisfaction With	Co-Worker	Case Velocity	Present Rating	Case-load	Super-visor Rating	Number of 12 Closures	Number of 13 Closures	Number of 15 Closures
(1) Physical and mental exertion	11	23	54[a]	12	75[a]	05	-54[a]	-06
(2) Relations with associates	03	-17	30	18	14	-07	08	24
(3) Relations with employer	-43	-45	14	36	03	03	01	36
(4) Security, advancement and finances	-14	-27	36	66[a]	44	55[a]	-24	48
(5) Interest in the job	-07	-38	15	34	13	18	17	23
(6) Job information, training and status	-14	-34	41	54[a]	20	36	00	37
(7) Physical surroundings and work conditions	-04	08	55[a]	36	40	09	04	35
(8) Future, goals and progress	-22	-39	34	64[a]	31	41	07	50
TOTAL job satisfaction	-15	-39	35	51[a]	36	24	-01	46

*Decimals have been omitted from correlations.

[a]Significant at .05 level.

For male counselors, satisfaction with the physical and mental exertion of the job correlated significantly with three performance criteria (present state ratings, number of 15 closures, and caseload velocity). Those who were more dissatisfied tended to move cases from Status 1 more quickly, while the more satisfied tended to move cases more slowly. The only other significant relationship was also negative, between counselor satisfaction with future, goals and progress and number of 13 closures; that is, the more satisfied tended to get fewer 13 closures, the more dissatisfied more of these closures.

For female counselors, the criteria of size of caseload had significant correlations with three of the satisfaction dimensions, as well as total satisfaction scores. These included security, advancement and finances; job information, training and status; and future, goals and progress. Satisfaction scores on the physical and mental exertion dimension also correlated significantly with present state ratings, supervisor ratings, and number of 13 closures. Women counselors satisfied with the physical and mental demands of their job tended to get fewer 13 closures, while the more dissatisfied tended to get more. Satisfaction with security, advancement and finances also showed a significant relationship with number of 12 closures for female counselors; satisfaction with physical surroundings and work conditions in addition had a significant relationship with present state ratings.

Summary

This study examined the job satisfactions of rehabilitation counselors, using a sample of 143 counselors from six DVR agencies. A Job Satisfaction Inventory assessing satisfactions with eight dimensions of the job was used to collect information on the nature of counselor job satisfaction and to understand the relationships of such satisfactions with other criteria of performance. The job satisfaction of male and female counselors was found to be similar, although the association of satisfaction with other criteria of performance was dependent to some extent on the sex of the counselor.

APPENDIX D

JOB SATISFACTION INVENTORY

This inventory is another part of our study into the criteria problem in evaluating the work of the rehabilitation counselor. We are sure that most would agree that satisfaction with a job is a vital component in the performance of that job. This variable we want to include in our study.

The following specific statements concern your feelings, beliefs, and attitudes. There are 70 items in this inventory. For each statement, a five-point scale is provided indicating whether you rarely, sometimes, frequently, generally, or almost always do, feel, or see others as doing as the statement suggests. Thus, for example, you would check the space "R" on the scale if you rarely engage in the activity described:

	R	S	F	G	A
I worry a lot about my job.	X	:	:	:	:

Or, see others as engaging rarely in an activity:

The policies and problems of the people under whom I work are adequately explained to me.	X	:	:	:	:

To aid you in answering this inventory, the terms rarely, sometimes, frequently, generally, and almost always have been defined on a percentage basis, as follows:

"R" - Rarely: means from 0 to 15 per cent of the time.

"S" - Sometimes: means from 16 to 35 per cent of the time.

"F" - Frequently: means from 36 to 65 per cent of the time.

"G" - Generally: means from 66 to 85 per cent of the time.

"A" - Almost Always: means from 86 to 100 per cent of the time.

These per cent listings have been given at the top of each page in the inventory. There are no "right" or "wrong" answers to these statements. Work as rapidly as you can without being careless, and do not spend too much time on any one statement.

"R" - Rarely (0% to 15%)

"S" - Sometimes (16% to 35%)

"F" - Frequently (36% to 65%)

"G" - Generally (66% to 85%)

"A" - Almost Always (86% to 100%)

Answer every question.

	R	S	F	G	A
1. If I had a choice, I would choose a job in my present line of work over one in any other line of work.	____	____	____	____	____
2. I feel that I have an adequate understanding of what is expected of me in my job.	____	____	____	____	____
3. It is necessary for me to do things I dislike in order to get promotions.	____	____	____	____	____
4. I feel that to me others could make my work easier if they cared to do so.	____	____	____	____	____
5. I worry a lot about my daily work.	____	____	____	____	____
6. I feel if I could start over again, at 18, I would choose a different line of work.	____	____	____	____	____
7. I feel that people in general respect my job.	____	____	____	____	____
8. There are too many people telling me what to do.	____	____	____	____	____
9. I feel that I can always trust the people under whom I work.	____	____	____	____	____
10. My life would seem empty without my work to occupy me.	____	____	____	____	____
11. My present job requires me to work too long hours.	____	____	____	____	____
12. I am glad to get back to my job after a vacation.	____	____	____	____	____
13. I feel that I am as efficient as the average person with whom I work.	____	____	____	____	____
14. My work is too confining to suit me.	____	____	____	____	____
15. I feel I am paid a fair salary for the work I do.	____	____	____	____	____
16. I feel that my work utilizes my full capacities.	____	____	____	____	____

"R" - Rarely (0% to 15%)

"S" - Sometimes (16% to 35%)

"F" - Frequently (36% to 65%)

"G" - Generally (66% to 85%)

"A" - Almost Always (86% to 100%)

Answer every question.

		R	S	F	G	A
17.	I feel that I am "in a rut" vocationally.	____	____	____	____	____
18.	I feel that I know where I stand with my present employer.	____	____	____	____	____
19.	I feel that my work has a bad effect on my health.	____	____	____	____	____
20.	I come home upset, angry or irritable because of something that happened at work.	____	____	____	____	____
21.	I feel competent and fully able to handle my job.	____	____	____	____	____
22.	I feel my work suffers because I have too much to do.	____	____	____	____	____
23.	I would decline an opportunity to change my present job for one of equal pay, security and status.	____	____	____	____	____
24.	I think it is possible to attain my vocational goals in that portion of life that is still ahead of me.	____	____	____	____	____
25.	I feel that my family and friends respect my vocation.	____	____	____	____	____
26.	I feel there is adequate transportation available to me in going to and from work, as well as in my work when called for.	____	____	____	____	____
27.	I think I really wanted to enter my present job when I started it.	____	____	____	____	____
28.	I regard my present position as a lifetime career.	____	____	____	____	____
29.	I think my present job is in the area of work (not necessarily the same job) I wish to remain in permanently.	____	____	____	____	____

"R" - Rarely (0% to 15%)

"S" - Sometimes (16% to 35%)

"F" - Frequently (36% to 65%)

"G" - Generally (66% to 85%)

"A" - Almost Always (86% to 100%)

Answer every question.

		R	S	F	G	A
30.	I expect my job to give me more satisfaction the longer I have it.	____	____	____	____	____
31.	I feel I have had definite adequate preparation for the job I now hold.	____	____	____	____	____
32.	I feel I have made real and lasting friends among my working associates.	____	____	____	____	____
33.	My position forces me to work with certain individuals whom I dislike.	____	____	____	____	____
34.	I get discouraged in my present job.	____	____	____	____	____
35.	I feel that my job detracts from my status in the community where I live.	____	____	____	____	____
36.	I consider my work surroundings to be as pleasant as they should be.	____	____	____	____	____
37.	I feel I have eventual retirement security in my job.	____	____	____	____	____
38.	I get restless during working hours, and feel that the day is dragging endlessly.	____	____	____	____	____
39.	I feel that there should be more people to help with the work I am doing.	____	____	____	____	____
40.	I like my present job better than any other I have ever had.	____	____	____	____	____
41.	My job gives me more real personal satisfaction than the things I do in my spare time.	____	____	____	____	____
42.	I feel my occupation forces me to live in home surroundings which are uncomfortable or inadequate according to my standards.	____	____	____	____	____

"R" - Rarely (0% to 15%)

"S" - Sometimes (16% to 35%)

"F" - Frequently (36% to 65%)

"G" - Generally (66% to 85%)

"A" - Almost Always (86% to 100%)

Answer every question.

		R	S	F	G	A
43.	I wonder whether the people under whom I work approve of my work.	____	____	____	____	____
44.	I think my job gets more difficult for me each year.	____	____	____	____	____
45.	My present job gets me badly flustered and jittery.	____	____	____	____	____
46.	The policies and problems of the people under whom I work are adequately explained to me.	____	____	____	____	____
47.	I feel that my general interests and attitudes are about the same as those of my fellow workers who have similar jobs.	____	____	____	____	____
48.	The method of payment of my earnings causes me inconvenience.	____	____	____	____	____
49.	I feel at ease in the presence of the people under whom I work.	____	____	____	____	____
50.	I am so interested in my work that I talk about it a great deal even after working hours.	____	____	____	____	____
51.	I feel I am kept from living as I would like because of insufficient income.	____	____	____	____	____
52.	I am satisfied with the degree to which my present job gives me an opportunity to express my own ideas.	____	____	____	____	____
53.	I find my work so interesting that it is on my mind a lot when I am not at work.	____	____	____	____	____
54.	I feel I have made a success of my job thus far in my career.	____	____	____	____	____
55.	My present job forces me to maintain too fast a pace.	____	____	____	____	____

"R" - Rarely (0% to 15%)

"S" - Sometimes (16% to 35%)

"F" - Frequently (36% to 65%)

"G" - Generally (66% to 85%)

"A" - Almost Always (86% to 100%)

Answer every question.

		R	S	F	G	A
56.	I feel that my working associates regard me as an equal.	____	____	____	____	____
57.	I feel that I must look outside my work for those things that make life worthwhile and interesting.	____	____	____	____	____
58.	My income is sufficient to meet my financial obligations and support my family.	____	____	____	____	____
59.	I feel that my associates stimulate me to do better work.	____	____	____	____	____
60.	I think my job has "smothered" my personality.	____	____	____	____	____
61.	My vocational future looks promising to me.	____	____	____	____	____
62.	I feel that I am really interested in my present job.	____	____	____	____	____
63.	I get along well with the persons with whom I work on my present job.	____	____	____	____	____
64.	The people under whom I work make available the materials, information and assistance required to do my best work.	____	____	____	____	____
65.	I feel that the people under whom I work make unfair demands on my free time.	____	____	____	____	____
66.	I am afraid of losing my job.	____	____	____	____	____
67.	I feel that I will become more proficient at my work the longer I have it.	____	____	____	____	____
68.	Those with whom I work seem unreasonable in their dealings with me.	____	____	____	____	____
69.	I feel my present job helps me toward the financial goals I have set for myself.	____	____	____	____	____

"R" - Rarely (0% to 15%)

"S" - Sometimes (16% to 35%)

"F" - Frequently (36% to 65%)

"G" - Generally (66% to 85%)

"A" - Almost Always (86% to 100%)

Answer every question.

	R	S	F	G	A
70. The people under whom I work are desirous of and willing to make improvements in my working conditions.	____	____	____	____	____

You may use the rest of this sheet for any comments you would like to make concerning this inventory. Thank you for your help.

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